

GROUP HUG WHILE SINGING KOUMBAYAH

(Or Leveraging Your Position to Build a
Culture of Collaboration)

Alison Jones-Nassar, CVA

WHY GROUP HUG WHILE SINGING KOUMBAYAH?



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Marlene Wilson: “The relationship between volunteers and paid staff [is] what I consider to be the #1 challenge in the field of volunteerism today.”

Ivan Scheier: “The co-existence of volunteers and staff...is like a marriage that hasn’t settled down yet, after 25 years! But for sure, the honeymoon is over!”

Susan J. Ellis: “The single most requested training topic in volunteer management is...how to develop good volunteer/salaried staff relationships...Why is this so hard?”

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In this workshop we will:

- ◉ Explore the concept and characteristics of a “Culture of Collaboration” as described in recent research
- ◉ Examine some powerful questions & tools for facilitating collaborative discussions
- ◉ Review some recommended & tested strategies for building a culture of collaboration among staff

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Some questions:

1. How many in the room have a supportive ED & board?
2. How many provide training for staff on how to work with volunteers?
3. How many are asked to report outcomes to organizational leadership?
4. How many have at least one mechanism for collecting ideas for new volunteer roles?
5. How many collaborate with staff on position descriptions?
6. How many have volunteer roles intentionally located throughout the organizational chart?

Scale: 1 = Nope, 2 = Sorta, 3 = Absolutely

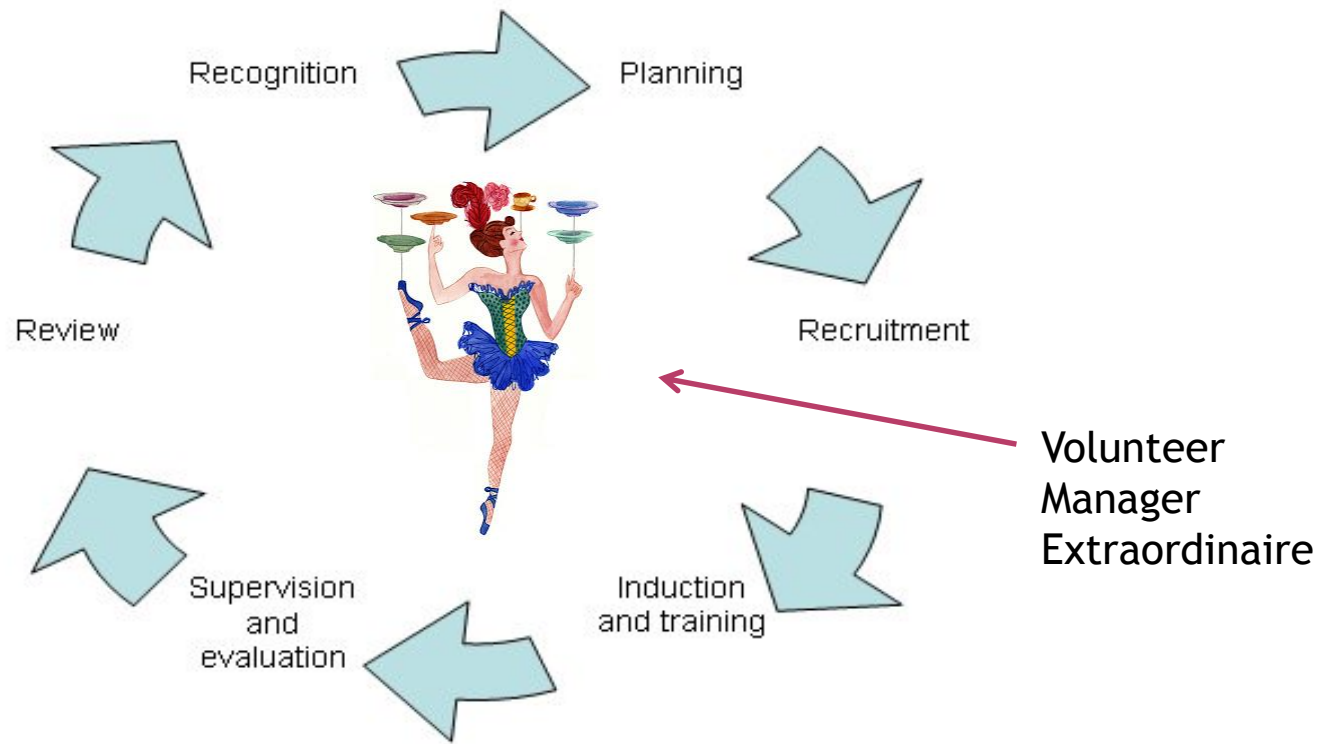
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Part 1: Culture of Collaboration

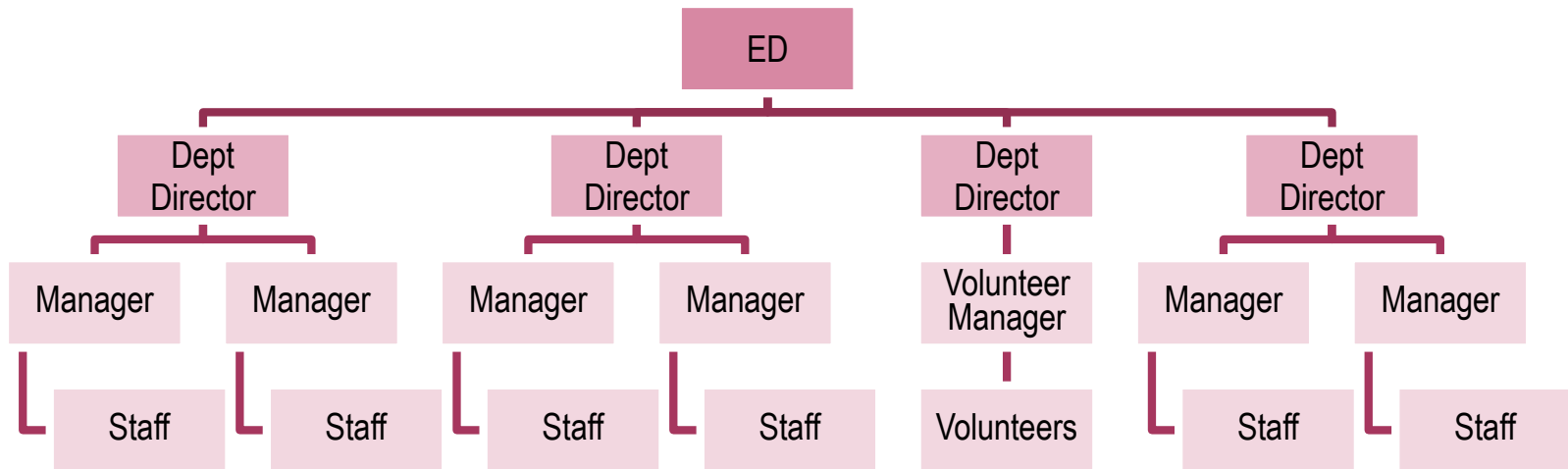


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What Culture of Collaboration does NOT look like:



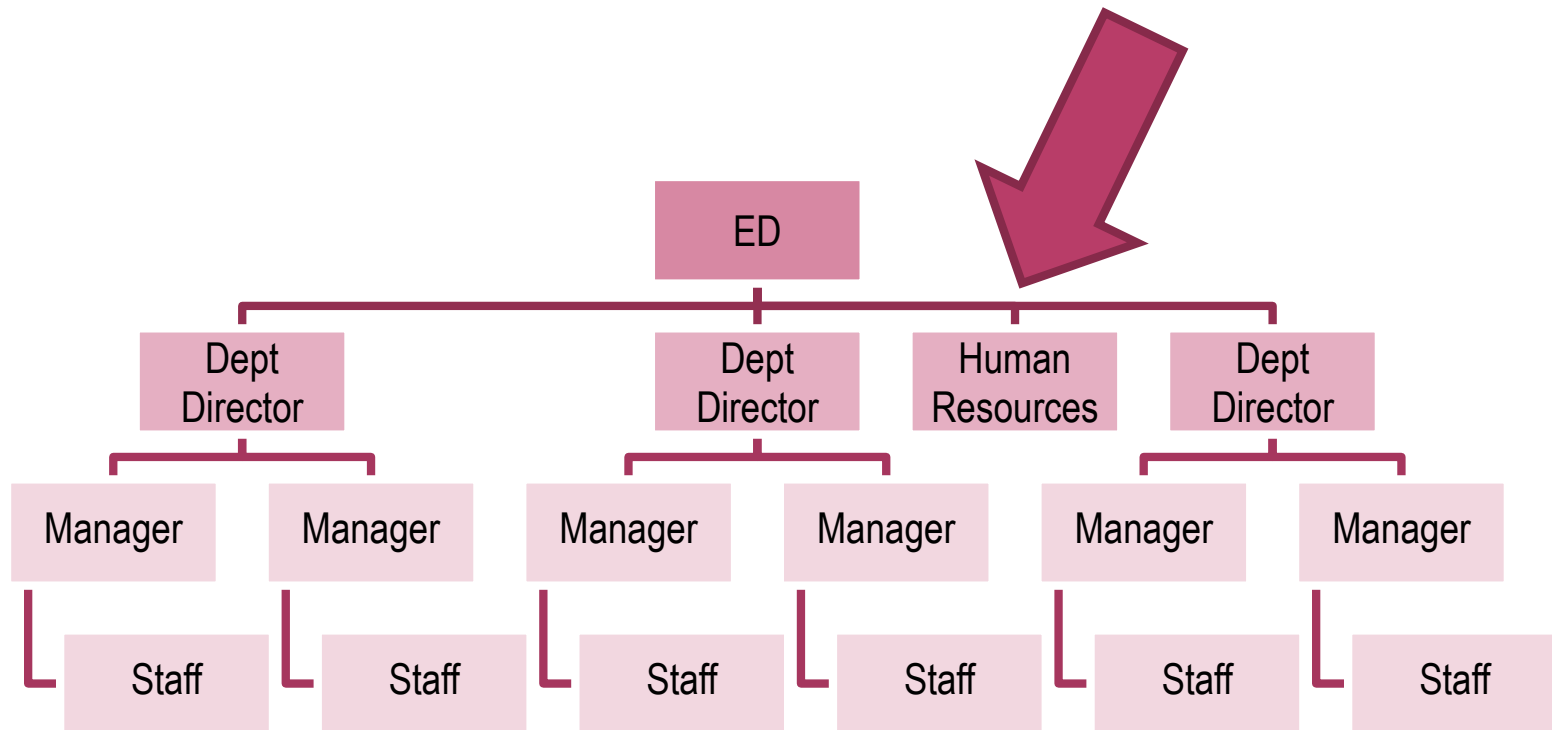
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In a traditional not-for-profit structure, one person is responsible for all the volunteers. Often, that person finds it challenging to convince other salaried employees to involve volunteers.

*From The Abundant Not-for-Profit

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Human Resources collaborates with all departments to assess staffing needs, develop position descriptions, promote opportunities, onboard new hires, communicate policies, manage supervision issues, and determine metrics for successful performance.

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How the business world defines “Culture of Collaboration”:

- ◉ Working together to create value
- ◉ The process of two or more people (or organizations) working together to realize or achieve something successfully
- ◉ A process governed by a set of norms and behaviors that maximize individual contribution while leveraging the collective intelligence of everyone involved
- ◉ An environment [in which] an organization’s culture is... infused at every level and department...and embraced by every employee...and reflected in its daily operations.

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How “Culture of Collaboration” is transforming the world of Volunteer Engagement:

“What would the perfect volunteer-involving organization look like?” (article) by Susan J. Ellis (Energize Inc.)

- ⦿ “Paid staff would see themselves as responsible for assuring that clients and the public receive the best service possible. This means doing the work directly when the employee is best qualified and able, **but also requesting and welcoming volunteers able to provide different and additional skills to do more.** Staff would be recognized as much for their success as facilitators and connectors to resources as for what they do on their own.”

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How “Culture of Collaboration” is transforming the world of Volunteer Engagement:

Principles of Volunteer Engagement (PDF) by JFFixler Group:

- ◉ When organizational culture shifts from volunteer **management** to volunteer **engagement**, the roles of staff and volunteer leaders change. They become richer and fuller.
- ◉ Volunteer engagement is a collaboration between staff and volunteers for an intended and measurable result.
- ◉ “You know you have a culture of volunteer engagement when...staff have volunteer engagement expertise, receive ongoing training, set yearly volunteer engagement goals, and are held accountable for results.”

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How “Culture of Collaboration” is transforming the world of Volunteer Engagement:

Service Enterprise Initiative

(<http://www.pointsoflight.org/service-enterprise-initiative>):

- ◉ A Service Enterprise is an organization that strategically integrates and leverages volunteers throughout its operations, thereby improving its ability to meet its mission and bottom line.
- ◉ First Principle: **The volunteering ecosystem is more effective when all sectors participate in its evolution.**
- ◉ The 10 SEI characteristics are behaviors of organizations demonstrating excellent volunteer engagement that help them better serve their constituents while meeting financial goals
 - Effective training: SEs train volunteers and staff on their respective roles and equip them to work successfully with each other

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How “Culture of Collaboration” is transforming the world of Volunteer Engagement:

The Service Enterprise Initiative addresses the reality that volunteer engagement is not a volunteer manager issue; it's an organizational issue.

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How “Culture of Collaboration” is transforming the world of Volunteer Engagement:

“We expected the (SEI) initiative to help transform volunteerism at our organization. We didn’t know it would transform our organization through volunteers!”

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Part 2: Powerful questions & tools



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Powerful questions

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The Traditional (Legacy Mindset) Volunteer Manager asks:



What can
volunteers
do?

*Answers tend to be influenced by
traditional/legacy mindsets:*

*“Volunteers can only perform
specific roles”*

*“Volunteers are not as competent
as paid staff”*

*“Volunteers can’t meet high
expectations”*

“Volunteers are not accountable”

“Volunteers are not reliable”

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The Talent Manager asks:

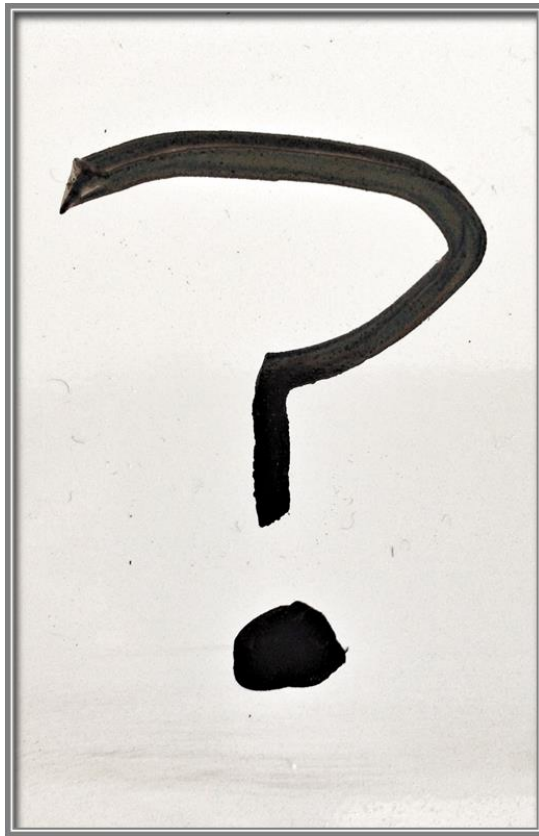


How can we
achieve our big
goals by engaging
all the right
people?

Talent Management involves deliberate and integrated processes for recruiting, developing, and retaining people with the best skills to increase business performance.

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The Staff Survey:



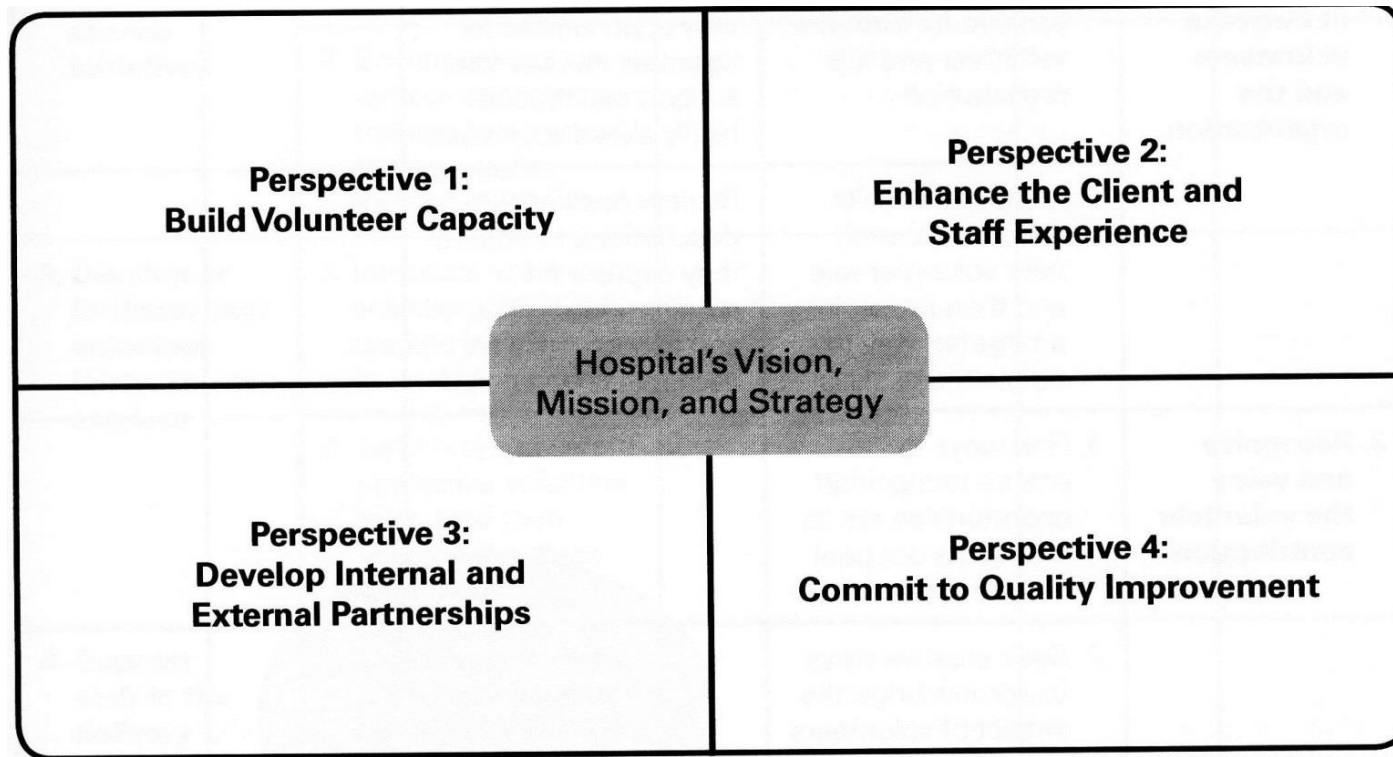
- *Characteristics of the Ideal Volunteer*
- *Examples of Ideal Volunteering*
- *Examples of less-than-ideal volunteering*
- *Reasons why people choose to volunteer with X*
- *Reasons why volunteers might get frustrated or turned off by volunteering with X*
- *Ways we could help volunteers do their work more effectively*
- *Specific concerns & questions*
- *Specific ideas for future action*

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Powerful tools

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The Balanced Scorecard*



*From Measuring the Impact of Volunteers: A Balanced and Strategic Approach

JEOPARDY

VSH Volunteers
101

Preparing VSH
Volunteers for
Service

VSH Volunteers
by the Numbers

VSH Volunteer
Policies

Service
Enterprise
Initiative

\$100

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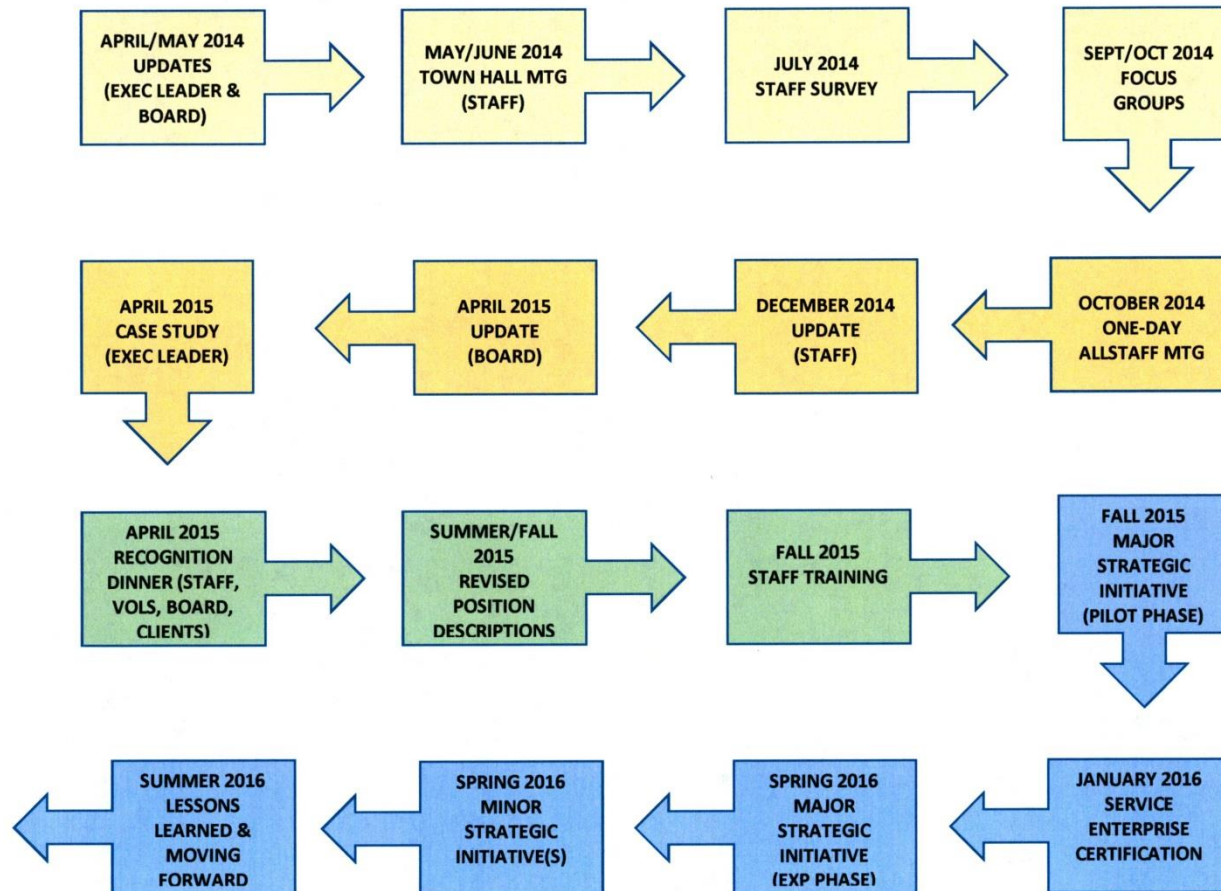
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Part 3: Some recommended strategies



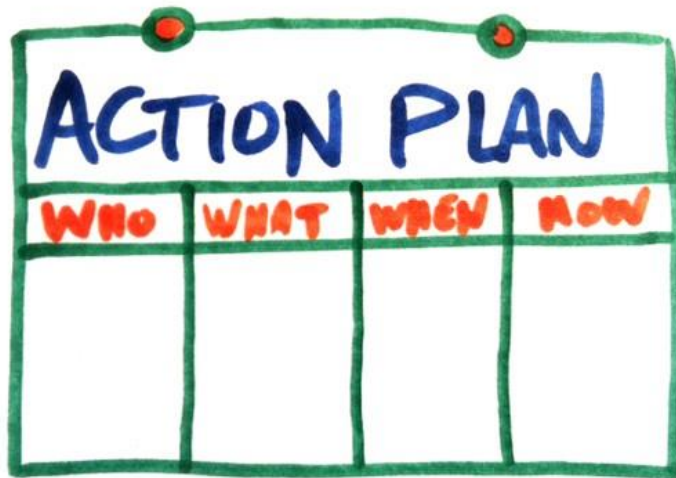
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CHALLENGERS TO CHAMPIONS: ONE ORGANIZATION'S SERVICE ENTERPRISE JOURNEY



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Additional actions:



A hand-drawn table titled 'ACTION PLAN' in blue capital letters. The table has four columns labeled 'WHO', 'WHAT', 'WHEN', and 'HOW' in red capital letters. The table is drawn with green lines and has two red pushpins at the top corners.

WHO	WHAT	WHEN	HOW

- Align volunteer & staff onboarding processes
- Include volunteer updates & metrics in all board packets
- Align donor & volunteer databases
- Include VE info in new hire orientations
- Include VE actions on board scorecard
- Create board committee or advisory council to develop strategic roles & meaningful metrics
- Conduct annual department meetings to discuss gaps in service delivery & how volunteers might help fill gaps
- Ensure that VE is discussed in strategic planning meetings
- Revise organizational chart to reflect volunteer assignments throughout all departments & programs

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Heads-up: three ways this could go wrong

Eliminate staff	Eliminate volunteers	Eliminate VE staff
Leadership could decide to replace some/many “nonessential” staff with volunteers	Leadership could decide that VE is “too much trouble” and eliminate volunteers	Leadership could decide that staff are now so well-trained in VE that VE staff are no longer necessary

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Wrap-up:

- ⦿ One take-away or aha moment
- ⦿ One action step to take within next 3 months

Follow-up:

- ⦿ 804-306-6499
- ⦿ ajonesnassar@verizon.net

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Resources:

- ◉ Principles of Volunteer Engagement (PDF), JFFixler Group
 - http://xarxanet.org/sites/default/files/jffixler_principles_of_volunteer_engagement.pdf
- ◉ “What Would the Perfect Volunteer Involving Organization Look Like?”, Susan J Ellis (Energize Inc.)
 - <https://www.energizeinc.com/hot-topics/2012/january>
- ◉ Service Enterprise Initiative
 - <http://www.pointsoflight.org/service-enterprise-initiative>
- ◉ *Service Enterprises: Strategic Human Capital Engagement*, Amy Smith and Sue Carter Kahl, Volunteer Engagement 2.0, Chapter 23
- ◉ Measuring the Impact of Volunteers, A Balanced and Strategic Approach by Burych, Caird, Schwebel, Fliess, Hardie
- ◉ The Abundant Not-for-Profit by Colleen Kelly & Lynda Gerty



**KEEP
CALM
AND
GROUP
HUG**